NEW BRUNSWICK LIBRARIES
RUTGERS UNIVERSITY

2003-2004 ANNUAL REPORT

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PREPARED BY
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INTRODUCTION

This was a more tumultuous year than most. The flurry of committee meetings, discussions and planning over the possible devolution of the University consumed many hours. The possible cuts in collection funds which necessitated many hours of work, angst and decision making by the collection development librarians, including contacting academic faculty and then the welcome reprieve of having the University Librarian and the University find funds gave a roller coaster feeling to the beginning of the year.

The search for New Brunswick Library Director is suspended while the Rutgers University Library System studies what is the best organizational structure to meet our long range plans. Françoise Puniello serves as Acting New Brunswick Director and Farideh Tehrani as Acting Associate New Brunswick Director.

During this time the New Brunswick Libraries flourished, finishing many significant projects and started others. The librarians and staff worked hard to provide quality service and collections. I am most appreciative of their initiatives, innovation and industry. Rutgers University faculty, staff and administrators as well as the citizens of New Jersey are well served by their hard work. Their many accomplishments are contained in the following pages.
HIGHLIGHTS

INFORMATION SERVICES

The Information Services Group, the Steering Group (ISSG) addressed the following (among other) issues:

· Due to the unusually grim budget forecast, members of the ISSG made a decision early on to suspend all extracurricular experiments and activities relating to alternate models of information services during this academic year.

· After many months of fine-tuning the elements of web-based statistical forms for instruction and reference statistics, NB librarians began to utilize the new forms for reporting instruction and reference statistics beginning July, 2004. This new form centralizes the data collection in a consistent and uniform manner eliminating the labor intensive and duplicative work of unit instruction coordinators. The form resides at http://nbl.rutgers.edu. This is the first year that the entire instruction and reference data are reported from this data bank and will serve as a benchmark year for future comparison.

· Developed a proposal with P.C. Coordinators for on-site training for basic technical skills for all NB personnel. A document entitled "Computer Training for Common Tasks: A Proposal for On-Site “Mini” Training Sessions for Personnel at the New Brunswick Libraries," was authored by A. Joachim and S. Bartz. Marilyn Wilt, RUL training coordinator, integrated this into a more comprehensive system wide training program.

· A meeting was held to explore better coordination between Information Services and Access/Collection Services. A Seamless Information Provision Task Force was formed and issued a report in May 2004. Members were Jeris Cassel, F. Olin, M. Sheehy and G. Smulewitz. Further discussion is now needed with other librarians and the administration.

· M. Lo, C. Finlay, M. Kesselman and R. Gardner met to discuss issues pertinent to Branch Libraries. It was affirmed that email communication is the most effective way to share information; concern was expressed regarding the serious shortage of staffing at some branch libraries such as at Math Library.

· A. Joachim and K. Mcquire and a guest Intern, Aryana Bates, met with NBISSG to have a general session on better marketing strategies of library services.

· NB ISSG formed a task force to develop a NBL Digital Directory. The task force, consisting of Megan Doyle, Heather Huey, Kevin Mcguire and Karen Wenk with Stephanie Bartz and Ron Jantz as consultants, plan to have phase I of the digital directory by the beginning of the 2004 fall semester.
Members of ISSG addressed issues regarding NBL wide instruction activities and strategies as an on-going topic. The Group also had and will continue to have extensive discussions on a document entitled *Information Literacy and Library Instruction in the Rutgers University New Brunswick Libraries: Report, Proposals, and Recommendations* prepared by the NBL Instruction Librarians Group.

A total of 655 class sessions were taught during this reporting period (217 of these sessions were repeat sessions) reaching 9,872 students. Among those 655 sessions, 531 sessions (81.07%) were for undergraduate courses; 89 sessions (13.59%) were for graduate students; 8 (1.2%) sessions were for faculty members; 7 sessions (1.07%) were for EOF students; 8 (1.22%) sessions were for other groups at Rutgers; and 12 sessions (1.83%) were for non-Rutgers audiences including 4 sessions for high school students.

The instruction data also indicated the following breakdowns of instructors of library classes:

- 538 (82.14%) sessions were taught by librarians
- 87 (13.28%) sessions taught by TA/GA/SCILS students
- 17 (2.60%) sessions taught by course instructors
- 13 (1.98%) sessions taught by temporary librarians

In order to meet the demand ISSG agreed to systematically use voucher funds to hire temporary librarians to respond to the increasing demand for library instruction at the 100,200 level required courses.

The RUL Advisory Committee on Services to Patrons with Disabilities updated and revised the brochure and webpages for these services.

**COLLECTIONS**

Once again we started a new academic year with the threat of drastic budget cuts looming large on the horizon. An overall reduction in the state funds allocation to the university, amounting to about $4.5 million, combined with potential loss of one-time funds granted to the libraries on an annual basis, translated into the possibility of a cut in collection funds that, for library planning purposes, was estimated at 15%. A cut of this magnitude would have necessitated cancellation of a number of important electronic resources, loss of scores of journal subscriptions, and a significant drop in monograph purchases. The overall effect on collections would have been disastrous. Fortunately, bolstered by strong and vocal support from the Rutgers academic community, our library administration was able to make a persuasive case to the University administration that additional funds were essential, and a sympathetic ear was found in Dr. Furmanski, Executive Vice President for Academic Affairs, who allocated an incremental $750,000 to the library. And University Librarian Marianne Gaunt was able to contribute another $250,000 obtained from a special Excellence Fund. These fund infusions eliminated the need for draconian cancellation actions in e-resources and journal subscriptions, but additional
financial help was needed to help preserve the viability of our monograph approval plan and for this purpose we gratefully acknowledge the use of non-state funds from the Van Wagoner bequest, and a gift of $10,000 from the Dean of the School of Social Work ($7,000 earmarked for New Brunswick). Thus, by these various means, we were able to maintain our collections and even to build on our existing base to a limited extent in some areas as the year progressed. For the coming year, we can only hope that the improving economic climate in the nation and the state of New Jersey will result in a more generous budget outcome for FY 2005, one that will permit more expansionary collection growth in areas of critical importance to the University.

Overall RULS state funds collections budget allocation was down $618,000 from FY 2003 or -7.0%. Factoring in the negative free balances, the difference between the two years narrows a bit to -$519,000 or down "only" -6.4%.

New Brunswick's share of that decline in state funds was -$256,000 in state funds allocations, down 7.8% from the previous year. Factoring in the residual free balances, that difference shrinks to -$162,000 or an overall decline in NB state funds commitments of -5.0%. Monographs + approvals comprised the categories hardest hit by the overall decline in NB state funds, down collectively a whopping $284,000 or -33.4%. What helped ameliorate the losses in these categories was the heavier reliance on non-state monies for monograph and approval purchases, including a generous transfer of funds out of the Van Wagoner account. Finally, the total of state plus non-state funds utilization by New Brunswick in FY 2004 came to $4,311,000 and this represents an overall increase of $325,000 over FY 2003, or 8.2%

The final NB cancellation list totaled $180,030 covering 526 titles, most of which were dropped in order to make funds available for the acquisition of new titles (either journals, or monographs, or e-resources) that were more relevant to our current needs. The cancellation total also included savings from the elimination of some duplicate print subscriptions that were no longer needed because the publications were now available online. The funds thus released were utilized to purchase other, more relevant or necessary collection resources.

NBCG resolved to address and enumerate the difficulties encountered during the budgeting process and offer a set of recommendations for improving the process, in the form of a white paper. Issued on Nov. 24, 2003 it is entitled: “Funding Rutgers Libraries Collections: Needs and Challenges”. The completed document was then submitted to the Collection Development Council and the University Librarian for review.

There were several big initiatives this year in collection development that affected the New Brunswick Libraries. The first is the change in approval plan provides from Blackwell to Yankee Book Peddlers (YBP). This necessitated a period of intense review an training for selectors in how to be best utilize the new online supplier and catalog system (GOBI) and to readjust approval profiles. Another very big initiative is the weeding of the monograph collection in the Library of Science and Medicine.

Another big initiative is the monograph weeding project at LSM to relieve shelf congestion, with a goal of a 20% reduction in holdings in the circulating collection (equal to approximately 35,700 volumes). As of the end of June some 17,647 books had been removed from the shelves, thus freeing up urgently needed shelf space, and close to the halfway mark towards our goal.
Hector Perez-Gilbe spearheaded a project to create a NBL selectors database, which links selectors to their respective areas of collection responsibility via LC call numbers. This is the first time we have had such a comprehensive, easy-to-use listing of this type. URL is: http://nbl/lcsl/lcsl.htm

NEW BRUNSWICK ACCESS/COLLECTION SERVICES DEPARTMENT

A major implementation was the merger of Access Services and Collection Services into one department. An immediate benefit of the merger has been more effective collection management. Clear improvements in productivity have been realized, with staff sharing expertise to best divide complex tasks and projects. Cross training has occurred, with the reslut of more flexible response to tasks an more innovative approaches to appplying technology and techniques to both traditional and emerging challenges. One example is a project recently started at the Library of Science and Medicine. A goal was set to reduce the circulating collection shelved at that facility by 20%. Collection reports, removal of material from the shelves, and processing have been streamlined with the shared human resources and an expanded knowledge base that draws on expertise from both areas. Another benefit of the merger is the reduction of redundant administrative work. One example is all student coordinators in NBACS now share standardized orientation material for students that staff the public service desks. This has the added benefit of setting clear expectations for all work-study students.

ACCESS SERVICES

Professional Development

The department worked with the RUL Training and Development Coordinator and University Human Resources to develop a four-session program that focused on customer service and project management. All NBACS staff attended these workshops. As a follow up, two full day workshops were designed to look at supervisory issues. Supervisors, Functional Group Coordinators and Team Leaders attended this second series. The success of the complete program has put this series on the agenda for other service units in RUL.

Recognizing that the services provided by New Brunswick Libraries (NBL) are continually evolving, the Circulation Functional Group developed an in-house public service training workshop that refreshed staff on current practice and allowed role modeling of exceptional customer service.

Functional Group Achievements:

Billing:

- Cleaned up all old academic holds from pre-GEAC period, extending back to the 1970s
- Made Knight Express debit payment option available for users at Alexander Library.
- Provided provisions for credit card payments.

Building Security and Maintenance:

- A draft for a training aid that addresses bag searches for an activated exit alarm is completed. An emergency checklist for students/vouchers working during evening and weekend hours without direct
supervision is completed

- A security inventory of all units in New Brunswick was completed in late Fall 2003.
- During a pilot project, Alexander Library obtained 3 sets of hand held radios to facilitate the closing procedures of library and also to be used in Emergency situations. Requesting additional hand held radio sets for use at other units is being evaluated.

Circulation:

- A comprehensive list of all the microfilm/fiche machines available at NBL is completed. The list is to be used as a directory if a machine is broken at a unit and a patron needs to view/print a microform.
- New documentation including, "How to add a Brief Title," "How to handle the “29030000000004” repeat barcode," "How to handle Undergraduate Scholars,” and "How to handle patrons when the gate alarm goes off” are completed.
- A new form has been developed to ensure the RU Connection office is made aware of any barcode changes we make to a patron record at the circulation desk.
- A Circulation Survey was distributed to assess the knowledge and skill of public service staff. As a result training was offered to the entire Access/Collection Services staff.

Collection Management:

- A collection management manual was completed and made available through the NBL Access Services web site. The manual runs the gamut from call number guides to water emergency training.
- The statistics forms for shelf reading and shelving practices were standardized and collected in one central location
- Worked on a “Shadowed Title Correction Project” for all of the NBL units. A report was run from Workflows containing items that were “shadowed” plus items that were created as “temp” records. The report was distributed between group members who were able to “un-shadow” the items and switch the “temp” records to “MARC”.
- Worked on standardizing “Stacks Check Requests”. A format for the request and procedures for when and how to send out a request were approved. This was submitted to the Access Services Committee and accepted.

Reserves

- Documentation has been condensed into one online location, the Access/Collection Services Home Page.
- "Still checked out” report was upgraded to include LC cataloged material. Greater attention to the management of this report led to fewer complaints fielded at reserve desks and through AAL for erroneous reserve fines.
- Procedures for creating reference “see also” records were completed and put into effect.
- Limitations of the number of titles placed on reserve per class, and submission due dates were re-assessed. The recommendation was accepted by the Access Services Committee.
- Established a standard form letter to remind faculty of upcoming dates and policies; and standard dates for its distribution to faculty. The group has established individual contact lists, updated to include whenever possible department administrators to forward these reminders to teaching faculty.
- Group members tested a new release of SIRSI, and reserve staff in general had to adapt quickly to several “undocumented changes” when the release was implemented. Service to patrons remained uninterrupted.

Rutgers Delivery Service (RDS):

- In September of 2003, RUL joined PALCI (Pennsylvania Academic Libraries Consortium, Inc.) as a
full-time member. NBL RDS staff have continued to troubleshoot the EZ-Borrow system, identifying such problems as: double ISBN numbers, multiple volume problems, provisional requests, and searching for foreign titles in the Staff PALCI web site.

- Began collecting statistics on all outgoing PALCI requests.
- Actively contributing towards implementing RDS Web Document Delivery (WDD). Several members of the functional group are part of the RDS Web Document Delivery Working Group that has met to create and revise documentation and procedures, and discuss the policy.
- Units with scanners are now using the ARIEL program full time to ship article requests to other units with scanners in anticipation of RDS WDD. This full time use of scanning and ARIEL has led to increased RDS staff expertise and should result in a very small learning curve when RDS WDD is introduced.
- Developed a procedure with the East Asian Library where all EAL items from RDS requests and reports are now searched by staff of the East Asian Library.
- Tested and made recommendations on the new Display and Modify Request Wizards from the new release of Workflows. The procedures for RDS were revised in light of the new Request Wizards.

**Student Assistant:**

- Finalized the purpose statement for the newly formed group. The purpose statement clearly states our group’s intentions and expectations in managing part-time employees within NBACS.
- Completed a student orientation packet comprising of a clearly outlined Employee Guide, library confidentiality policies, an employee conduct contract, and other information relating to working at a specific unit.
- Completed a draft on procedures in hiring voucher employees. Started keeping statistics on the number of voucher and work-study students each unit employs. These numbers will be used to compile total department employee staffing and retention rate comparisons from semester to semester.
- Work continues on standardizing job descriptions for Douglass, Kilmer, Alexander, and LSM, as well as making standard job descriptions for the branches and collection services.
- SAFG began work on a WebCT page to be used universally by all student employees working in Access/Collection Services.

**COLLECTION SERVICES**

- The concept of a holistic approach to the maintenance of the collections in the New Brunswick Libraries is now in practice. The collaborative effort among staff who perform Collection Management functions related to shelving and space management, holdings record maintenance and preservation is taking place. The results are evident in more efficient workflows for weeding projects, for transfers and for preservation. There are still benefits to realize but the process has been approached with professionalism and critical thinking on everyone’s part. There has been a great deal of collaboration with the Database Administrator to utilize the functionalities that the SIRSI database offers for ease of operation and effective workflows.

- There is now one binder for RUL. Much of the work related to the evaluation of the binders performances was conducted by the Team Leader for Bindery Processing for New Brunswick Libraries. We are already seeing the benefits of a single binder for all locations including receiving discounts on batch work on more than one campus through a single negotiation. Also a new bindery system was purchased for RUL.
- MARCIVE records are being loaded routinely and the Federal Depository collection is gradually being represented online. The collaboration in this effort is a showcase for other efforts that take place in RUL. The participation was representative of all functions affected by the loads which extended to departments outside NBL, particularly the Systems and Cataloging Departments. The Government Publications Processing Group, led by the Coordinator for the Group, the Documents Librarians and the Team Leader for Bibliographic Record Maintenance, was instrumental in developing operating guidelines, documented procedures and efficient workflows that are being followed, in some cases system-wide. The Government Publications Processing Focus Group, has collaboratively made much of the process routine and in conjunction with the MARCIVE Load Work Group, the design works extremely well and is becoming increasingly efficient.

- MARC Holdings are being standardized across New Brunswick Libraries. A collaborative effort between Access and Collection Services staff has been instrumental in performing inventory on serials holdings and representing those holdings in items and in the MARC format on IRIS for all branch libraries.

- As a result of the consolidation of serials receiving for New Brunswick Libraries, it became apparent that many receiving records had little or no information to guide the staff now processing the material. Much of the information was tacit knowledge of the staff at the owning library. The need was recognized and a project was conceptualized by the Team Leader for Serials Acquisitions, to standardize sufficient information to process the material accurately. The project was approached from every perspective, including claiming, invoicing, cataloging, binding and end processing. This year, serials control records are being upgraded to standardize the instructions for receiving and processing of material. 10,015 control records have been identified for enhancement to the new standards. Full implementation of this project began in July 2003. The project has been the collaborative effort of all functions within the department. First functional teams determined the appropriate terminology for operating instructions. Once those were established the Receiving Focus Group under the guidance of the Serials Acquisitions Team Leader established the acceptable standards for that information. In February 2004 many of the proposed standards became permanent and 2,945 control records have been upgraded to some version of the standard. 7,070 will be upgraded with the finalized version. The project is expected to be completed within 26 weeks.

- SMLR subscriptions and receiving records are being normalized. The Serials Acquisitions Team, led by the Team Leader, as well as other functional team leaders including the Receiving Coordinator and Cancellation Coordinator are working extensively with the Librarian at SMLR to develop accurate records and to receive serial subscriptions. Also, material is being bound, subscriptions that have lapsed have been reinstated and holdings records are being updated. Old invoices have been evaluated and paid where necessary.

**Serials Acquisitions Manual:** The Serials Acquisitions Team has been extracting guidelines, procedures and workflows embedded in minutes and forming an Operations Manual. The Claims Focus Group minutes are being used as a prototype for this process. Flowcharts have been made describing workflow and linking to other
workflows within the department. This flowchart will be linked to a document that describes the guidelines and documentation at different points within the flow of the process.

4. SCHOLARLY COMMUNICATIONS CENTER (SCC)

- NJ Digital Highway award of $463,000. SCC involvement included:
  
  With Systems and other RUL faculty/staff, SCC staff all participated in developing the NJDH infrastructure via DAWG and sub-committees/working groups.
  
  Lead in developing digitization processes for state-wide project; Imaging standards and processes development
  
  SCC staff participating on all NJDH Working Groups.
  
  NJDH Project Management System (online) development
  
  Workflow Management System (from digitization to preservation)
  
  Object editing and naming conventions committee developing architectural basis for Workflow design.
  
  Staff served on committee to investigate and select $265,000 mass storage device

- RU Digital Repository
  
  SCC staff & librarians are developing framework (in synchronization with NJDH efforts) for a repository for Rutgers University. Repository will provide storage & preservation for RUL digital materials (e.g. digital media from Jazz Studies), as well as for those in the University who need such services (e.g. Edison Papers is referencing the Repository in a grant proposal to NSF).

- NJLA CUS/ACRL-NJ Library Technology Innovation Award was given to the FEDORA Implementation Team for their work with the open source Flexible Extensible Digital Object Repository Architecture, which we have used as a framework for creating a digital library repository.

E-Journal platform development.

  SCC staff and librarians have developed a reusable platform for e-journal development. The technology platform was begun last year, and the project is nearing completion with the recent development of management/administrative editor functions, and with the negotiation with RU legal counsel over copyright policy. (With Dan Fishman, GSAPP)

- Donated time of SCC staff to support RU Press publication of The Encyclopedia of New Jersey. John Keisers developed a promotional website: http://scc.rutgers.edu/njencyclopedia/

- In order to concentrate SCC activities in R&D, have decommissioned two long-standing areas of responsibility, i.e. Survey Platform and Event Schedule. RUL Public Services staff will administer these RUL administrative/systems platforms.

- Representative (Mike Giarlo) to committee to investigate purchase of mass storage system for RU Repository/NJDH repository– successfully selected Sun storage system at $265,000.
• Brian Hancock received an Academic Excellence fund grant for $38,000 to set up a computing grid between CETH and the Philosophy and Classics departments.

• Penny Page and Valerie Mead have been working with staff in SCC to develop an online thesaurus for the Alcohol Studies Database.

CETH activities included:
• Linux Workshops: August 2003
• Syriac Lecture: September 2003
• Complete Works of Aristotle: October 2003
• Roman Literature Conference: October 2003
• Persius Transformed: December 2003
• DjVu Conference: December 2003
• 9grid initiated: February 2004

5. MEDIA SERVICES

On December 15 held a workshop on Camtasia-Adobe Premiere-Real One. The department has concluded development work on the creation of original streaming video. Sample product is on the Libraries home page under “How to Find Video and Audio Information” http://www.libraries.rutgers.edu/rul/how_do_i/find_video_info.shtml

Acquired Two new multimedia workstations:
-- An Oprey 500 DV multimedia workstation, which allows direct creation of streaming video from VHS tape or DVD, with no encoding intermediary and a Stand alone DVD recorder, Pioneer PRV-9000, which creates DVD files directly from 16mm film, or any kind of recorded tape. This machine is being used to create circulating copies of out of print material. It will also eventually result in the reconversion to DVD of all titles in the 16mm collection that are not commercially available in DVD.

New Digital Kiosk system for the viewing facility was installed in the Fall of 2003. This added touch button playback for users of tape and DVD in the Media Center rack. New monitors, DVD and tape players, furniture, and chairs were part of the installation. The equipment and system area all portable.

ProCite database. Full IRIS cataloging has allowed the development of a local database through the exporting of 9,000 IRIS records for all RUL video and films into ProCite. These records have been developed into a ProCite database that tracks cablecast and other license information, and also provides data for over 80 subject guides to RUL video materials. Media Center records from this database have been imported into Access where tables are being created, with critical support from Marcie Anszperger at the TEC, for tracking the maintenance/preservation activity for video, videodiscs, and film. This is currently done on paper cards.

The subject guides are being mounted as flat files within a new subject guide, titles Media Collections.
6. MARGERY SOMERS FOSTER CENTER AND THE MARY H. DANA WOMEN ARTIST SERIES (WAS)

Fundraising for a Contemporary Women Artist Archive is the major focus of the center this year. Several initiatives include working with prominent artists to give their papers and funds as well as request for funds from the Getty Foundation.

The NJ Women’s History website has been nominated for an American Association of State and Local History award.

After having been ably curated by Ferris Olin for many years the Women Artist Series will now be administered by Joe Consoli and Sara Harrington of the Art Library.

The WAS archives are in the process of being arranged for public access by William Hemmig.

A Graduate Exhibition Seminar conducted this semester by the Art History Department used extensive student research into the careers of Douglass College graduates who have shown in the WAS.

5. FACILITIES

Alexander Library

The library received announcement that 2.2 million dollars in sorely needed infrastructure improvements were awarded. These include new windows, roof and HVAC system. The work will commence during the next 12 months.

A Space Committee has developed a series of goals to redesign the reference area. As funds permit these will be carried out. This year chairs and armchairs were upgraded.

Annex

While essentially finished there are still some issues with the HVAC which we hope to have soon resolved.

Art Library

A plan to add an instructional laboratory and redesign of the reference area are being finalized. We moved some reference shelving and opened up an area near the front window.

Douglass Library

The first phase of D21: the Douglass Library for the 21st Century is complete. Preliminary feedback is that it is a beautiful and well designed space.

Kilmer Library
The reference and study areas have been updated.

**Wireless Service**

All units have this new and exciting service.

**6. RUL/SCILS INTERNSHIP**

The RUL libraries are pleased that our current intern, Angel Falcon, found employment in an academic library thereby fulfilling the goal of the internship. We are equally pleased that Melissa Johns was selected as our new intern for the coming three years.

In closing, I would like to acknowledge the work done by Farideh Tehrani as acting associate director of the New Brunswick Libraries. We were both happy to serve during this time as a search for a permanent New Brunswick director continues.